



INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PROJECT SUCCESS IN RWANDA - THE CASE OF GIRINKA PROJECT IN RUNDA SECTOR, KAMONYI DISTRICT, RWANDA

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Abstract:

The main objective of this study was to determine the contribution of project management practices on project success. The specific objectives are: to analyse the status of the Girinka project in Runda sector, Kamonyi district, to investigate the influence of project planning, implementation, monitoring and evaluation on the success of the Girinka project in Runda sector, Kamonyi district, to assess the level of satisfaction of the contribution of Girinka project on improvement of socio-economic wellbeing of beneficiaries in Runda sector, Kamonyi district and to find out the challenges facing the Girinka project in Runda sector, Kamonyi district. (Girinka in local language = Have a cow in English). The study is expected to be helpful to the researcher in acquiring new knowledge, Girinka project government coordinating agency in adjusting policies and implementation framework, the project donors and sponsors and the community at large. A case study and explanatory design were both used. The target population was 513 participants from Girinka project beneficiaries, Girinka project partners and local leaders. The sample size was 225 respondents selected using Slovin's formula. When collecting

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the data, the researchers used questionnaire, documentary and interview schedules. The collected data were analysed using descriptive statistics with the help of Statistical Packages for Social Sciences (SPSS) for quantitative data and using narrative analysis for qualitative data. The data were presented, analysed and interpreted in line with research objectives. It was found that project planning, project implementation, project monitoring and evaluation practices all contributed to Girinka project success at very large and large extent as per 4.829; 4.672; and 3.957 mean (\bar{x}) respectively. It was recommended to the project planners to take into consideration the means of project beneficiaries for them to safeguard the cows given to them. The project partners are recommended to follow up with the selection process of the beneficiaries and Girinka project beneficiaries are advised to raise the cow for the life change and not sell them for short term problem-solving.

Keywords: project management, planning, implementation, monitoring & evaluation, success, *Girinka*

1. Introduction

In recent years and especially in developing countries, projects have been identified as a vehicle towards social and economic development of the population (Asare, 2017; Stuckenbruck, 1981). The project management involves identifying the most critical and urgent needs, completing the project within time and budget. The projects are used as a means of reducing problems of poverty, poor health, and unemployment which are predominant in rural set up of many developing countries (International Development Research Centre, 2004). project management entails the application of knowledge, skills, tools and techniques to project activities to meet project requirements (Project Management Institute [PMI], 2004). It was also realized that the accomplishment of project success entails several project management practices ranging from project initiation to project controlling and closing.

Many developed and developing countries have invested in agricultural projects. Mrema, Baker and Kahan (2008) reveal that in some developed countries like U.S.A the government through the ministry of agriculture places a high emphasis on the performance of the agricultural project. In the United Kingdom, the government policy on agriculture reforms was aimed upon basic research which provides evidence-based recommendations drawn from the holistic analysis of contemporary top project performance in different agricultural sectors (Balckstock *et al.*, 2007). For Africa, it is recommended that much resources allocation, right policies and enabling environment in the agricultural sector are very important as the sector is believed to increase value addition in GDP and elevate the continent through the global value chain, creating employment opportunities and increasing incomes, strengthening food security and improving nutrition to promote a healthier and productive workforce, and ultimately, alleviate poverty (Woldemichael *et al.*, 2017).

The results by Benin *et al.*, (2008) about agricultural growth and investment options for poverty reduction in Uganda indicated that the growth and development of the agricultural sector and has played a big role in on income increase and poverty reduction.

In 2006, the Government of Rwanda has adopted the Girinka project and this was implemented nationwide (Kayigema, 2014). The main purpose of Girinka project was to reduce the rate of child malnutrition and increase household incomes for poor farmers through increased access to and consumption of milk by providing poor households with a heifer (Rwanda Governance Board [RAB], 2018). Broadly speaking the project aims at fighting malnutrition, increasing crop productivity, household incomes, promoting social harmony/cohesion. Through this project, the Rwandan government provides one pregnant heifer to a poor family in Rwanda provided they meet all necessary criteria. The Girinka project was inspired by and is deeply rooted in Rwanda's culture. It is based on the premise that providing a cow to a poor family has multiple benefits to not only the recipients of the cow, but to their community and the nation at large (Kim, Kevin, Beeche, Mukankurunziza & Kamatari, 2013). The choice and implementation of appropriate project management practices are likely to lead to Girinka projects success.

For a project to be competitive and successful, the management practices should be designed towards the goals of the project and not those of project managers nor leaders. Project management practices provide the insights to the managers on how the project can be completed in its boundaries in terms of time, budget, specifications, the needs of customer and management objectives (Cooke-Davies, 2002).

According to Kerzner (2003), project management is designed in a way to control company resources in a given activity within time and cost constraints. It implies that as far project management is concerned, there is a specific sequential phase that project management follows which define what to be done, who to perform it, the milestones and the one to approve and review the process including their control and monitoring (Project Management Institute, 2000).

Basing on the above, one can say that the execution of projects in business undertakings is done through different project management practices by various project managers where specific project objectives are set to be attained at the end of the project. The ability to successfully execute these projects is what drives the realization of intended benefits and the achievement of organizational goals. The successful project execution is an indicator of effective project management practices as a tool to achieve the objectives. Given the strategic impact that projects have on a business, organizations must follow effective project management practices that measure progress and risks and ensure the right projects can be delivered in alignment with organizational priorities for the project success.

2. Problem statement

It is believed that projects are designed and initiated to achieve a predetermined set of goals and create an impact among project beneficiaries. The success of these projects

depends heavily on their management practices (PMI, 2004). The practices include phases among others planning, execution, monitoring and evaluation and closing that are entrenched within the project management life cycle (Kerzner, 2004; Morrison & Brown, 2004). Projects management considers most of the cases the attention to the variables such as human, budgetary and technical variables and despite that many projects have been either delayed, have had cost overruns or did not meet the initial objectives. Since its inception in 2006, Girinka project has been implemented in all 30 districts jointly by the Government of Rwanda, private sector, civil society organizations and Non-Government Institutions through giving cows to poor families and this has proven to register much success in the improvement of socio-economic welfare of the poor people. The project has increased production crop, household income and reduced malnutrition. Girinka project also contributed to the improvement of food security, health outcomes and environmental protection as more grass and trees are planted to feed cows.

Despite these positive results, Girinka project was subject to inappropriate project management practices being corruption, poor follow up on implementation by local leaders, lack of clear information to beneficiaries, insufficient involvement of beneficiaries in the project running and so on and this created doubt about its success (Rwanda Governance Board [RGB], 2018). This study, therefore, intends to explore the contribution of project management practices to the success of the project taking Girinka Project in Runda sector Kamonyi district as a case study.

3. Objectives of the study

The study was guided by the following objectives:

- 1) To analyze the status of Girinka project in Runda sector, Kamonyi district.
- 2) To investigate the influence of project planning, implementation, monitoring and evaluation on the success of Girinka project in Runda sector, Kamonyi district.
- 3) To assess the level of satisfaction of the contribution of Girinka project on improvement of socio-economic wellbeing of beneficiaries in Runda sector, Kamonyi district.
- 4) To find out the challenges facing the Girinka project in Runda sector, Kamonyi district.

4. Literature review

4.1. Theoretical literature

In this section, the researchers focus on different techniques and factors familiar with practices of project management practices and their success.

4.1.1. Project management practices

The project management focuses on leading the work to achieve its predetermined objectives and meet the success criteria within a specific time. It focuses on directing and

coordinating different resources being human, physical or material during the life cycle of the project. Nicholas (1990) argues that management practices are needed for a project to achieve its objectives. The researcher added that managers take the specific responsibilities and play the role of integrating resources and tasks to attain predetermined goals.

The Oxford Advanced Learner's Dictionary (2017) also gives a relevant definition of Practices as *"ways of doing something that is the usual or expected way in a particular organization or situation."* An articulation of the above concepts facilitates defining project management (PM) practices as the day-to-day ways of carrying out management and administrative activities in a coherent and good way of directing and coordinating projects resources for the purpose for the achievement project success following the time, cost and quality objectives.

Heldman (2002) reveals that management issues affecting projects include effective planning, effective monitoring and evaluation (M&E), effective project team, proper project scoping, realistic requirement, delays in release of funds for the project, management support and right commitment to the project, community participation and user involvement, demand on project resources by certain key stakeholders, proper feasibility study, an adequate basis for the project. The management practices exercised within the project group like project planning, project implementation, communication management, monitoring, and evaluation are seen to be endogenous while others practiced out of the organization but affect the performance of the projects like environmental enablers and political environment form part of exogenous management practices (Grisham, 2006).

According to Nalianya (2018), project planning is a process that specifies the responsible people to the action, the process, the times and the resources involved for a particular job in the mind and the author asserts that the project planning phase forms the basis for the next phase which is the execution or implementation phase. According to Taylor (2006) as cited by Nalianya (2018) project planning is a path to the project success and is in the heart of project management. Nalianya (2018) founds that the planning phase involves the preparations for the project to take off smoothly. During the planning process, the functional departmental manager develops operational plans that are integrated to form the project plan which focuses on the activities that must be performed to produce the project results or deliverables.

Project implementation entails the execution and actualization of all the activities given in the planning of projects. Meredith and Mantel (2009) said that project planning involves combining different elements including deliverables, resources, schedules and procedures, people, methods and systems which all focus on how the project should be completed successfully. Nalianya (2018) put forward other phases that are important in addition to project planning, and those are coordination, monitoring and controlling together with the application of all techniques of project management. It is in this phase that planning effort, change management, communication management, and motivation are also exercised as part of project management practices. Project implementation calls

for hiring the right skills, training some of the people without necessary skills, assigning responsibilities, and establishing performance standards as well as the reporting process (Nalinya, 2018).

Effective monitoring and evaluation are very essential for the running and measurement of the project. Monitoring is a continuous process to assess the progress of the project while evaluation is a periodical assessment of the achieved results against predetermined goals. Dyason (2010) considers monitoring as an ongoing process to assess the progress mainly based on the set targets, planned activities in the course of the planning stage of work. It helps in keeping the work on track and inform the project stakeholders whether things are not running as expected in the course of undertaking the project. Project monitoring and evaluation serve as a tool to achieve the project goals. Therefore, they are very vital for successful projects and should not be overlooked at the beginning of the process (Khan, 2013).

4.1.2. Project management effectiveness

It has been remarked that the individual's ability, groups and organization as a whole once aligned with changes in different management approaches within the unstable environment will enhance effectiveness in project management (Jaques, 2010; Yilmaz & Ergun, 2008); global challenges; economic turmoil; and competitive business opportunities.

Effectiveness is focused on doing the right thing (Zheng, Yang, & McLean, 2010) and doing the exact thing in a project requires the application of improved strategies and approaches (Kerzner, 2004) that support the achievement of organizational goals and effective practices in the form of processes, standards, and technological tools that enhance product, service, or project delivery. Effectiveness is how well the clients' expectations are met and also how well the output of the process meets the input requirements of internal clients and how well the inputs from the suppliers meet the requirements of the process (Wysocki, 2009). The author added that the lack of effectiveness could lead to unacceptable products or services, customer complaints, high costs, a poor market share and a rejected and late output.

Projects go through initiation, planning, execution, control or monitoring, and closing phases (PMI, 2004) to get tasks done effectively and to achieve a successful ending. In reality, however, most organizations often are so preoccupied with the result that they pay little or no attention to the conceptual stage of defining the right metrics and planning the means to getting the job done (Besner & Hobbs, 2008). Simply put, most organizations often fail to ascertain the effectiveness of project activities involved at the conceptual stage of a project. Emphasizing the conceptual phase in this study indicates its importance in project management. The conceptual stage of project management is where clear descriptions of the project objectives are developed, including the reasons a specific project is chosen from among other projects (PMI, 2004). According to Gido and Clements (2006), success in meeting budgets and schedules, and in satisfying customers, is tied to effectiveness from the beginning.

4.1.3. Project success and causes of failure

Chukwuemeke (2011) highlighted the four main factors of project performance and these include project achievements with minimum resources, impact on the customer, business performance and future preparation. Project success has always a fruit of proper project planning, clear implementation of the project, coordinated monitoring and evaluation as well as project control. Zand (2010) assert that success is the ultimate goal of every project and is at the same time the function of skillful leadership that brings about knowledge work. The traditional approach defines project success as when the project meets the technical performance specifications and brings satisfaction to all project stakeholders (Thomas & Fernández, 2008) being project objectives, stakeholders satisfied with the results, project scope, completion on time and within budget, customer satisfaction. Shenhar, Milosevic, Dvir and Thamhain (2007) put forward the new approach to project success and assert that it refers to business-related processes that are designed to deliver business results instead of a collection of project activities that need to be completed on an agreed time frame.

According to Khang and Moe (2008), overall project success is measured vis-a-vis the realization of intended objectives, perception and appreciation by its end-users and key participants. Khang and Moe further argued that the modern approach to project success links the traditional project purpose to the final product and long-term goals. Dai and Wells (2004) agree proper implementation of project management practices brought more benefits of project management and revealed that despite those benefits project failure rates are still high. They added that these big challenges induced project practitioners to look for effective solutions through conducting local and international project management conferences; learning through project implementation, training, seminars and workshops held regularly within performing organizations.

Harvey (2005) and Chandra (2010) points out that for any project to perform, it is important to understand the degree of influence made by the project management practices in any organization. Project management practices have mainly contributed to either the success or failure of most of the projects. Lock (2007) observed the project success is justified by its timely completion, according to its specifications and within the budget. Therefore, poor project management practices often lead to projects being completed late or over budget, do not perform in the way expected, involve severe strain on participating institutions and or are cancelled before the completion after the expenditure of considerable sums of money.

Nalianya (2018) revealed that planning is found to be a positively related performance of agriculture projects. He also found that project monitoring and evaluation and project communication has influenced the performance of agriculture projects by community-based organization in Bungoma county, Kenya. This study shows that much emphasis should be put on project management practices as vehicles towards project performance. Whittaker (1999) notes that 31 per cent of software projects in America are cancelled before completion due to delays and budget overlaps and more than 50 per cent costs an average of 189 per cent of the original budget.

Perkins (2007) also confirmed that projects fail because the stakeholders choose to ignore the basic tenets of project success that they already know. Perkins put several reasons causing the project failure including lack of enough resources, cultural related conflicts and the lack of a clear or poor plan as well as unnecessary processes. Others have argued that the important reasons for failed projects include lack of adequate funds, poor planning, lack of clear vision/mission, and shifting attention to other needs (Kinyua, 2013 as cited by Mwereria, 2015), organization's oversight toward monitoring and improving maintenance operations; inadequate planning (Dvir, 2005); and the absence of a good working relationship among various stakeholders (Chen, Law & Yang, 2009).

4.2. Empirical literature

Different researchers conducted different studies on the factors that influence the success of projects. Okun (2009) made a research on the factors that affect the sustainability of donor-funded projects in arid and semi-arid areas in Kenya; a case of Marsabit central district and Nduta (2008) did the study on factors influencing the performance of Kazi Kwa Vijana: A case of Githunguri district in Kiambu county. They found that stakeholder participation is very important for project success. Okun (2009) added that the factors that policies and management system in project implementation, financial management and technology that the organization adopts plays a significance role in the project success. Taylor (2006) focused on project planning. The author said that good project plans define how the project will be delivered and shows how the project will be implemented and be successful.

Sharma and Gadenne (2002) in their study about an investigation on inter-industry comparison of quality management practices and success, realized that there is a strong relationship between quality management practices and performance. Their findings are evidence that project management practices influence project success. This was also confirmed by Sarfo (2007) who stressed that project management practices have some amount of important effect on project performance.

Nabris (2002) found that project monitoring is very important as it helps to check on the progress, provides continuous feedback, increases accountability, ensures the control of targeted output, etc. The study conducted by Omwenga (2011) on the factors that affect the completion of housing projects, he found that it is very important to define the project process and roles as a step to managing and leading projects.

A research carried out by Darren *et al.*, (2004) reveals that not many organizations have a formal mechanism embedded in their culture to support routine meetings to analyze key lessons drawn from monitoring results and take the necessary actions to adapt the lessons learnt. Ideally, monitoring and evaluation should involve embedding clear indicators into strategies, tracking progress, drawing and learning lessons, and signaling where changes are necessary. This will involve having progress reports presented and conducting the practice regularly. Additionally, organizations should adopt integrated mechanisms for assessing, following up, evaluating and providing feedback on the performance of projects. According to a report by World Bank (2004),

participatory approach in monitoring and evaluation enables active involvement of all project stakeholders in decision-making processes and gives a sense of ownership in the results and recommendations of the exercise.

Project leadership skills exert great influence on the performance of projects through various ways, such as team collaboration, resource management, communication and team development. According to Jiang (2014), project leadership skills influence project performance in two ways: direct way and indirect way. In the direct way, the application of appropriate project leadership skills improves project performance with corresponding competencies. In the indirect way, appropriate project leadership skills improve teamwork, which helps to achieve effective project performance. The project leadership skills applied to manage a project influence the performance of the project. In their research, Chaudhry, Kalyar and Rehman, (2012) found that project leadership plays a big role in the organization through providing guidelines to the staff, effective and efficient staff management and aids in understanding the nature of the work and find solutions to the problems thereon. This was supported by Heldman (2002) which reveal that donor assistance is likely to require considerable investment in training, building capacity and skills, and providing incentives which will encourage bureaucracies to change which requires a long-term commitment. Without this, continued investment in or support for projects which arise from flawed planning processes will lead to poor project performance and poverty. The results of the study by Steve and Dermot (1995) showed that a logical framework is a tool that aids in project management phases including planning, monitoring and evaluation through the 4by4 matrix. They said that the framework thus allows the feasibility of projects to be checked, by setting out explicitly the internal coherence (via the narrative summary) and the external plausibility (by considering the important assumptions) of what is planned.

According to Nyariki and Wiggins (2007) on a study entitled household food insecurity in Sub Saharan Africa, reveal that for project management to achieve project performance, literacy levels of the implementers should be satisfactory to ensure minimal penetration in terms of growth and advancement in society. Lack of access to formal education and training has contributed greatly to low employment and understanding of issues that contribute to project implementation.

Amponsah (2010) in a study on the underlying theory of project management done in Finland brings forth the underlying theory of project execution. The findings of the study reveal that the underlying theory on project execution provides that dispatching consists of two elements. The first is a decision for selecting a task for work station from those predefined tasks that are ready for execution. Secondly, is communicating the assignment to the work station. The study further indicates that for project management, there is a need for making decision largely with much attention to the planning stage and thus dispatching is reduced to mere communication or authorization to start work.

United Nations Population Fund report (2004) on the study of impacts on monitoring and evaluation which was done in a study of Kenya showed that monitoring provides managers and other stakeholders with continuous feedback on implementation,

identifies actual or potential successes and problems as early as possible to facilitate timely adjustments to project operation. The study by Okeyo, Mogusu and Ombachi (2019) revealed that effective monitoring and evaluation is very important for the successful implementation and achievement of results for any project. They added that monitoring and evaluation aid in measuring progress, detecting problems, correcting them, improving performance and learning levels. This underlines the role that monitoring and evaluation play through making judgements about the progress towards the achievements of the goals and objectives of the projects.

4.3. Theoretical framework

This part highlights the different theories and models about the project performance including the theory of constraints, the theory of Management; resource-based theory, Social information Processing theory and communication accommodation theory.

4.3.1. Theory of Constraints (TOC)

As developed by Goldratt in 1984, TOC is a systemic way to identify constraints that hinder the system's success and to effect the changes to remove them (Goldratt & Cox, 1986). TOC consists of separate, but interrelated concepts such as performance measurement processes, logical thinking processes, and logistics. The logical thinking process of TOC gives us a series of steps that combine cause-effect, experience, and intuition to gain knowledge. The theory, in this case, addresses dependent variable, project performance. For any project to perform there is a need to minimize the constraints that can otherwise reduce the quality and quantity of the product and services delivered. These constraints may include poor management practices such as cost overruns caused by poor budgeting and corruption. The theory points out the need for project management to identify project constraints that can limit the performance of the project and tries to give direct approaches on how to solve the constraints. This study augurs its discussion on this theory since it checks on issues that create a barrier to project success.

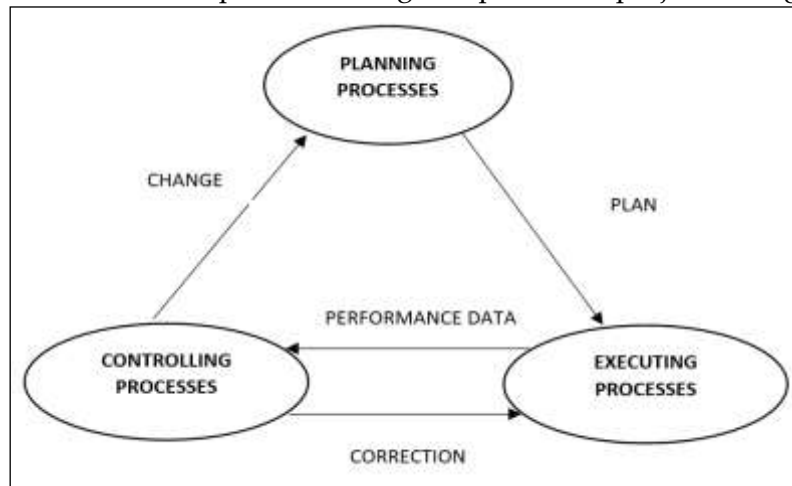
4.3.2. Management theory of project management

Koskela and Howell (2002) came up with Management theory of project management which states management practices are composed of the three sub sections which are planning theory, the theory of execution and control theory. The theory assumes that in project management, the operations focus on creation, revision, and implementation of project plans. The plans are translated into actions and there is a strong connection between actions and outcomes. This brings to the understanding that proper project planning will lead to the desired level of outcomes and project success.

According to Koskela and Howell (2002), the theory of execution brings about dispatching tasks to the work stations. It is about the proper allocation of resources, coordination and monitoring the progress to discover any deviation during the project implementation and this is addressed earlier. The key benefits at this stage are that tasks

be executed as per plans and modifications be applied where necessary to facilitate the project success. Koskela and Howell (2002) refer to control as performance reporting. The authors believe that control facilitates in illuminating and considering deviations in task execution and to learn about their causes. In short, project control involves assessing performance, finding out deviations and their causes, and devising the best strategies of fighting them.

Figure 1: A closed-loop of the managerial process in project management



Source: Project Management Institute, (2004).

The three theories; planning Theory, Theory of execution and control Theory all address the independent variables in this study, project planning at the managerial level, controlling processes like M&E and implementation or execution of projects. The planning of agricultural projects should be approached at the managerial level through the organization of resources including manpower, materials, money and time. The execution of the project is important and takes a major part of the agriculture project. This is addressed through execution theory. Finally, M&E is a control measure for the performance of any project since it controls all the operations which are geared towards performance. These variables are addressed in the theory of control in this study.

4.3.3. Systems theory

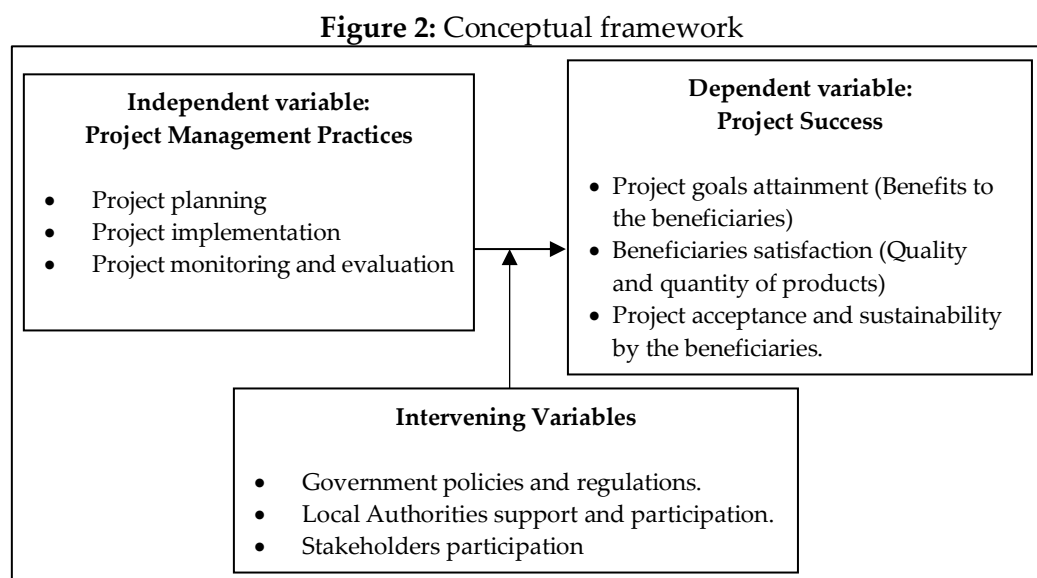
According to Mutong'Wa & Khaemba (2014), a system is a set of several independent and regularly interacting units or subsystems that work together to achieve a set of pre-determined objectives. Therefore, systems theory provides a framework for defining the subject entity, creating a formalized model of the entity, hence enabling the ability to understand the entity in terms of the elements and their properties, and thereby understanding results (Mutong'Wa & Khaemba, 2014). Systems theory considers the interaction between the systems and environments in which they operate. This feedback from cow beneficiaries and local leaders is considered very important for Girinka project to succeed. The systems theory provides leaders with a framework for building ideas that will ensure cohesion and cooperation among team members, the relevance of systems

theory to this study cannot be overemphasized as it focuses on the importance of monitoring and evaluation as a way of providing regular feedback that is used to improve the performance of Girinka project success.

Stakeholder participation in organizational decision-making has been increasingly improved and embedded in many organizations' policies (Reed, 2008). Stakeholder participation encourages the accommodation of diversity of knowledge and values (Reed, 2008). As a result, systems theory provides a framework in which stakeholders are engaged in decision-making to enhance the quality of decisions. The beneficiaries of Girinka project are organized in such a way that they are the ones who gather in the meeting, select and approve the beneficiaries.

5. Conceptual framework

The conceptual framework about project management practices and Girinka project success is demonstrated as follows:



(Source: Researcher, 2019)

Figure 2 links the independent variables to dependent variables with intervening variables. Independent variables include project planning, project implementation and project monitoring and evaluation and dependent variable include project goals attainment (Benefits to the beneficiaries), Beneficiaries satisfaction (Quality and Quantity of products) and project acceptance and use by beneficiaries. The project planning is found to influence the project success as it starts with a joint meeting with all stakeholders involved in the running of the project starts with a joint meeting of the project and must clearly understand objectives and what it takes to make a project successful in terms of bringing the intended results in terms of project acceptance, achievements of desired benefits to beneficiaries and so on. The project implementation is also one of the factors that influence project success. The availability of tools including dissemination of project

information, the meeting of the project team, ownership of the project during implementation, communication channels, control activities is also considered important for the project success. Project monitoring and evaluation are key to project success. The regular record of information, analysis and feedback provision, provision of progress reports influence the attainment of project goals. The intervening variables being government policies and regulations, Local Authorities support and participation and Stakeholders participation are also believed to influence the success of the project. Clear policies, rules and regulation about the management of the project, the level of ownership and acceptance of the project by beneficiaries and local leaders determine the level of the project success.

6. Research methodology

This study used a descriptive and case study design. Orodho (2003) asserts that descriptive research design method is used when collecting information by interviewing or administering questions to a sample of individuals and Du Plooy (2001) posits that a case study is better in bringing about a deeper insight and a better understanding of the relationship between two research variables. The researchers used questionnaire and interviews to collect data about the case and these helped them to have a deeper understanding and establish the influence that project management practices have had on the success of Girinka project in Runda sector, Kamonyi district.

The population of this study was constituted of beneficiaries of cows by Girinka project from five cells of Runda sector in Kamonyi district making a total number of 490 families, 12 people from local leaders of five cells and Runda sector and 11 Girinka project partners (project donors) in the same sector. In total, 513 people participated in this research. The sample size was selected using this Slovin's formula and this was driven as follows:

$$n = \frac{N}{1 + N(e)^2}$$

where; n = the required sample size; N = the known population size; and e = the level of significance, which is usually = 0.05. In this study, N= 513 and e = 0.05.

$$n = \frac{N}{1 + N(e)^2} = \frac{513}{1 + 513(0.05)^2} = \frac{513}{2.2825} = 224.7 \approx 225$$

For this study, 225 respondents from Girinka project beneficiaries, partners and local leaders took part in the research. Within each category of project beneficiaries and project partners, the sample size was selected using simple random sampling, whereby every respondent had equal chance to be chosen and 206 respondents were chosen among the beneficiaries and 7 among the project partners. The respondents from local

leaders were purposively selected as they could be involved in this study and therefore 12 respondents from local leaders took part in this research. The number of respondents in each category was determined and summed up to meet the total number of the respondents. The researchers preferred using proportionate allocation because there was a need to get the proportion of every stratum in the total sample size.

This research used mixed methods which combined both quantitative and qualitative methods in data collection and analysis for proper comprehensive interpretation of the findings. Data were collected using questionnaire, documentary and interview schedules. The measurement of variables was also done using Likert and rank order scale. To ensure the reliability and validity of research instruments, test-retest and expert panel methods were used respectively. Quantitative data were analysed using descriptive statistics and describes the definitive nature of the variables and is carried out through frequency distribution, percentages and means through Statistical Packaging for Social Sciences (SPSS) while qualitative data were analysed using content analysis in that the verbal and behavioural information was analysed and interpreted thereon.

7. Results and discussions

The purpose of this study was to analyze the contribution of project management practices on project success. This section highlights the findings of the study, provides the analysis and interprets the data collected in line with research objectives.

7.1. Background information of the respondents

The researchers gathered information about the respondents. This concerns gender, marital status and qualification of the respondents.

Table 1: Identification of respondents based on gender and marital status

Gender and marital status of the respondents	Project beneficiaries		Project partners & Local leaders	
	Frequency	Percentage	Frequency	Percentage
Gender				
Male	71	34.5	13	68.4
Female	135	65.5	6	31.6
Total	206	100	19	100
Marital status				
Married	10	4.9	14	73.7
Single	20	9.7	5	26.3
Widow	134	65.0	0	0.0
Widower	25	12.1	0	0.0
Orphan	17	8.3	0	0.0
Total	206	100	19	100
Specialization of the respondents				
Project Management	0	0.0	4	21.0
Public Administration	0	0.0	2	10.5
Social Work	0	0.0	3	15.8
Accounting/Finance	0	0.0	0	0.0

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Humanities	0	0	10	52.7
Primary/training	206	100	0	0.0
Total	206	100	19	100

Source: Primary data, 2019.

The Table 1 shows that, on the side of project beneficiaries, the big portion of the respondents were female as represented by 65.5% while the male was represented by 34.5% while for the side of project partners and local leaders, the majority was dominated by the male (68.4%). For beneficiaries, this clearly shows that the project was also including women venerable group.

Considering the marital status of the respondents, the findings of the study indicated that majority of the beneficiaries were widows as shown by 65% of the respondents while the minority was dominated by orphan as represented by 8.3%. From the same table, the respondents who are single represent 9.7%, whereas widower and married groups reported to be 12.1 % and 4.9% respectively. For the project partners and local leaders, the majority of the respondents (68.4%) were male and considering their marital status, it was realized that the majority of them (73.7%) were married. There is a reason to conclude that the majority of the respondents on the side of beneficiaries were dominated by women. This is because, among the beneficiaries of Girinka project in Kamonyi district, Runda sector, women are the main group of poor people and it was revealed that the project was mainly targeting vulnerable ones.

The responses obtained in this regard revealed that among the project partners and local leaders, the majority of respondents (52,7%) have done humanities, 21% specialized in project management, 10.5% in public administration and 15.8% in social work. All of the project beneficiaries (100%) have studied up to primary studies and some of them did some short training in handicraft industry. It was found that since the project implanters have specialized in the domains related to project management and community development, there was an assumption that the Girinka project would be successful. Considering the level of education of the beneficiaries and that of project partners and local leaders, it is realized that the project targets the right people and is being managed by knowledgeable staff who understand the scope of the project.

7.2. Status of Girinka project management practices in Kamonyi district, Runda sector

The following information indicates the status of Girinka project management practices which are the key for the project success: project planning, project implementation and project monitoring in Kamonyi district, Runda sector.

Table 2: Respondents views on Girinka project planning, implementation and monitoring and evaluation in Kamonyi district, Runda sector.

Project planning	Assertion	Frequency	Percentage
The project has a written plan which has clear objectives and communicated to the beneficiaries.	Strongly agree	19	100
	Agree	-	-
	Neutral	-	-
	Disagree	-	-

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	Strongly disagree	-	-
	Total	19	100
The project plan defines the beneficiaries clearly and indicates the role of every stakeholder in project implementation (scope).	Strongly agree	19	100
	Agree	-	-
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The project clarifies individual the responsibility and performance standards.	Strongly agree	9	47.3
	Agree	10	52.7
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The project plan shows how the risks will be dealt with if they occur.	Strongly agree	19	100
	Agree	-	-
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
Project Implementation	Assertion	Frequency	Percentage
The needs of project beneficiaries are clearly identified for the proper implementation.	Strongly agree	14	78.9
	Agree	4	21.1
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
Project team members take ownership of project goal.	Strongly agree	10	52.6
	Agree	6	31.6
	Neutral	3	15.8
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The project beneficiaries jointly take part in project implementation.	Strongly agree	13	68.5
	Agree	4	21
	Neutral	2	10.5
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The project team identifies the problems that may hinder the implementation and find solutions	Strongly agree	17	89.5
	Agree	2	10.5
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
Project monitoring and evaluation	Assertion	Frequency	Percentage
There are clear records on Girinka Beneficiaries.	Strongly agree	16	84.2
	Agree	3	15.8
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The project coordinators regularly report the progress of the project to senior management.	Strongly agree	13	68.4
	Agree	6	31.6

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	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The supervisors ensured that the planned Girinka activities are all done as per plan.	Strongly agree	17	89.5
	Agree	2	10.5
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100
The project managers ensured that the intended goals and objectives are being achieved and report any deviation.	Strongly agree	13	68.4
	Agree	3	15.8
	Neutral	3	15.8
	Disagree	-	-
	Strongly disagree	-	-
	Total	19	100

Source: Primary data, 2019.

According to the results in Table 2, as far as project planning is concerned, all the respondents (100%) strongly agreed with a series of statements that the project has a written plan which has got clear objectives and communicated to the beneficiaries. They also strongly agreed that Girinka project plan defines the beneficiaries clearly and indicates the role of every stakeholder in project implementation (scope) and that the plan shows how the risks would be dealt with if they occur. The Table also indicates that majority 52.7% of the respondents agreed with the statement that the responsibility of individuals and performance standards are clearly set while 47.3% strongly agree with the same statement. None of the respondents was neutral, disagreed or strongly disagree with Girinka project planning practices. The interview conducted on whether the beneficiaries were involved in project planning showed that they were little involved in planning and much in later stage including implementation and evaluation. One of the beneficiaries said: *“our leaders called us in the meetings and told us that we are going to be given cows, where the project has come from and gave us instructions on how we will be selected and how we have to treat them. We welcome the project because we hope it could change our lives”*. Based on the findings above, it was found that Girinka project has been properly planned and this was one of the factors that might have led to the success of Girinka project in Runda sector in Kamonyi district.

Regarding the project implementation practice, the Table 2 indicates that the needs of project beneficiaries are well identified as confirmed by the majority of the respondents (78.9%) who strongly agreed with the statement and 21.1% who agree on the same statement. It was found that 52.6% of the respondents strongly agree that the project team members take ownership of project goal compared to 31.6% who agree on that statement and 15.8% who are neutral. It was also revealed by 68.5% of the respondents who strongly agree that the Project beneficiaries jointly take part in project implementation, 21% agreed while 10.5% were neutral to that statement. The majority of the respondents (89.5%) strongly confirm that the project team identifies the problems that may hinder the implementation and find solutions and only 10.5% agreed on the same statement.

Looking at the statements, it was considered that the majority of the respondents strongly agreed on Girinka Project implementation in all its aspects. This shows that the project has to be successful as far as project implementation is concerned.

As far as project monitoring and evaluation practice are concerned, the majority of the respondents (84.2%) strongly agreed with the statement that there are clear records on Girinka beneficiaries while 15.8% agreed on the same statement. On the fact that the project coordinators regularly report the progress of the project to senior management, 68.4% agreed while 31.6% were neutral on the statement. On the issue of whether the supervisors ensured that the planned Girinka activities are all done as per plan, more respondents (89.5%) strongly agreed and 10.5% agreed respectively. It was also realized that 68.4% strongly agreed that the project managers ensured the achievements of intended goals and objectives and report any deviation while 15.8% agreed on the same statement. Only 15.8% were neutral about that fact. Likewise, the majority of the respondents strongly agreed on proper project monitoring and evaluation of all its aspects.

7.3. Contribution of project management practices on Girinka project success in Runda Sector, Kamonyi district

Respondents were asked to express on their opinion about the extent at which project planning, project implementation, monitoring and evaluation contributed to Girinka project success in Runda sector, Kamonyi district. The answers are shown in Table 3 below:

Table 3: Contribution of project planning, implementation, monitoring and evaluation on Girinka project success in Runda sector in Kamonyi district.

Project Planning	Very large extent	Large extent	Moderate extent	Little extent	Not at all	Mean
	5	4	3	2	1	
The proper project planning facilitates the attainment of project goals	187	21	17	0	0	4.755
The proper project planning has led to the satisfaction of the beneficiaries	165	41	19	0	0	4.817
The proper project planning has incited the acceptance and sustainability of the project by beneficiaries.	206	19	0	0	0	4.915
Grand Mean						4.829
Project Implementation	Very large extent	Large extent	Moderate extent	Little extent	Not at all	Mean
	5	4	3	2	1	
The proper project Implementation facilitates the attainment of project goals	180	25	20	0	0	4.711
The proper project Implementation has led to the satisfaction of the beneficiaries	190	32	3	0	0	4.857
The proper project Implementation has incited the acceptance and sustainability of the project by beneficiaries.	181	24	20	0	0	4.448
Grand Mean						4.672

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Project monitoring and evaluation	Very large extent	Large extent	Moderate extent	Little extent	Not at all	Mean
The proper project monitoring and Evaluation facilitate the attainment of project goals	155	13	20	37	0	3.942
The proper project monitoring and Evaluation have led to the satisfaction of the beneficiaries	99	32	46	48	0	3.791
The proper project monitoring and Evaluation have incited the acceptance and sustainability of the project by beneficiaries.	179	9	27	0	0	4.137
Grand Mean						3.957

Source: Primary data, 2019.

Regarding the role of project planning on project success, the findings in Table 3 reveal that the Girinka project has been successful at very large extent as indicated by 4.829 mean. As far as Girinka project planning is concerned, in all its aspects, acceptance and sustainability of the project by the beneficiaries has come to the top with 4.915 Mean followed by the satisfaction of the project by the beneficiaries as per 4.817 mean and attainment of the project goals as per 4.755 mean. As per the results above, it is found that proper project planning practices have contributed to Girinka project success in Runda sector, Kamonyi district.

From the responses in Table 3, the respondents confirm at very large extent that proper implementation of Girinka project has led to its success. It was realized that the proper project implementation, has led to the satisfaction of the beneficiaries as per 4.857mean, to the attainment of project objectives (4.711 mean) and acceptance and sustainability of the project by beneficiaries as per 4.448 mean. The findings established that proper Girinka project implementation has overall contributed to the success in all project aspects at very large extent as indicated by the overall mean of 4.672. One of the key facts in project implementation was the involvement of stakeholders. It was realized that once these are involved in project implementation, they safeguard the project and give it the value it deserves.

As per the Table 3, in respect to the fact that proper Girinka project monitoring and evaluation practices have contributed to the success of that project in terms of attainment of project goals, it was confirmed at the big extent at 3.942 mean. The beneficiaries were satisfied by the project implementation at a large extent (3.791 mean) while the project acceptance and sustainability as a result of proper project implementation were confirmed at very big extent as per 4.137 mean. Considering the Grand Mean of 3.957, it can be concluded that monitoring and evaluation activities contributed to Girinka project success at a large extent. This implies that those practices are very important as they bring back the projects to the desired level if there was room to the deviation.

Table 4: Level of satisfaction of the contribution of Girinka project on the socio-economic wellbeing of the beneficiaries in Runda sector, Kamonyi district.

Very much satisfied (5)	Much satisfied (4)	Not sure (3)	Dissatisfied (2)	Very much dissatisfied (1)	Mean
199	23	3	0	0	4.871
Grand Mean					4.871

Source: Primary data, 2019.

The findings indicate that the project has achieved its objectives, has satisfied the beneficiaries and that the latter have accepted the project and can safeguard and sustain it. As per Table 4, the respondents revealed that the beneficiaries are very much satisfied by the contribution of Girinka project on improvement of their socio-economic wellbeing at very big average (4.871). It was revealed that 88.5% of the respondents were very much satisfied, 10.5 much satisfied while 1.3% was not sure. None of the respondents was dissatisfied nor very much dissatisfied. Within the interview conducted with the beneficiaries about the changes that the project brought to them, the latter further revealed that Girinka project improved their lives with the availability of fertilizer, which increased crop production and food security. It is also found that money from livestock products helped the respondents to improve their lives and were able to pay school fees of their children and satisfy other subsistence needs. *One of the beneficiaries states: "Before getting a cow, it was difficult for me to get fertilizer for my banana plant, even very hard to find money to buy milk. But you can see that I put on weight, now I can pay school fees for my children through selling milk, paying medical insurance and so on"* This indicates how the Girinka project changed the lives of the beneficiaries. The grand mean (4.871) clearly shows that Girinka project has been welcomed by the beneficiaries due to the role it plays in the socio-economic change of the citizens.

7.4. Challenges of Girinka project towards satisfaction of its beneficiaries

The researchers found out the problems that beneficiaries have faced as regards to project performance. The results from the interview with the respondents about the problems experienced in Girinka project revealed the following: The beneficiaries mentioned those including an unfair selection of the beneficiaries where some people are given cow while they are not eligible because some leaders were corrupt. One respondent said: *"When you do not have money to give them, they replace you with another person who even has some means"*. They also mentioned that it is very hard for some to keep the cows as they do not have enough means to cater to them. They said: *"We are poor and cannot find money to buy their foods nor medicine"*. The project partners mentioned some problems encountered including selling cows and erase all the traces, waiting for a heifer to be passed on from the beneficiary to others and do not find it.

8. Conclusion

The main purpose of the study was to analyze the contribution of project management practices: project planning, project implementation, project monitoring and evaluation on girinka project success in Kamonyi district, Runda sector. Relying on the findings, it can be concluded the following:

As per the findings on project planning practices by the Girinka project stakeholders, it can be concluded that Girinka project has been successful in Runda sector, Kamonyi district also due to well-planned practices including a written project plan with clear objectives. As per the findings, it was concluded that Girinka project implementation in all its aspects contributed to the project success as strongly agreed by the respondents and overall mean of 4.672 with much attention to the involvement of stakeholders. It was concluded that project monitoring and evaluation practices contributed to Girinka project success at large extent as per the grand mean of 3.957. This implies that monitoring and evaluation are very important as they bring back the projects to the desired level if there was room to the deviation. Basing on the fact that the Girinka project played a big role in different aspects of the life of beneficiaries including the payment of school fees for their children and satisfying other subsistence needs. Therefore, there is a basis to further conclude that the Girinka project has been successful through improving the lives of the beneficiaries.

9. Recommendations

The study recommends that during project conception, Girinka project planners should also take into consideration the means of project beneficiaries for them to safeguard the cows given to them. The project partners are recommended to attentively follow up the selection process of the beneficiaries to avoid malpractices that are attached to it including bribery, moral corruption, etc. The study recommends that for Girinka project success, project monitoring and evaluation exercise should be properly applied involving all stakeholders to exercise the transparency about the project management practices. Girinka project beneficiaries are advised to raise the cow for the life change and not sell them for short terms problem-solving.

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